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29 June 1962

MEMORANDUM FOR: CIA Records Administration Officer, DDS

25X1 FROM :  Records Management Analyst

SUBJECT : Survey Report, Agency Courier Systems

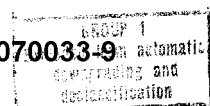
1. Attached for your concurrence is a Report on the Agency Courier Systems developed from the survey proposed by the Inspector General.

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3. There are two Central Courier Systems providing service to the Agency, the Office of Logistics system and the RI system. Both services without exception dispatch mail with a high degree of accuracy and speed. Type of service performed differs greatly between the two components. The RI system is internal DD/P and provides delivery and pick-up service to all organizational levels 8 times daily. The Office of Logistics system services Mail Registry points throughout the other areas, and, operates an extensive Inter-Agency service. Independent mail systems function on both an Inter and Intra-Agency basis.

4. Duplication of effort as indicated by the Inspector General is evident and excessive. The initial approach to identify these conditions brought into perspective the problem of how much, and, what kind of mail service is needed. Incidents of personnel rushing to meet courier pick-up deadlines gave a strong indication that the mail system influences the entire work cycle of many offices. It further proved the movement of mail within components is sporadic and not on a continuous even cycle.

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5. The divided administration of courier services hinders the flow of mail simply because there is no coordination of requirements and no single official responsible for, or, aware of Agency needs. An equally significant problem is the vast maze of Central Registry Points through which mail is forced to flow, and stop for control, en route to the action desk. The effectiveness of timely courier deliveries is destroyed by a network of superfluous control points. All courier systems



6. Both the pneumatic tube and conveyor system in the Headquarters Building were considered as to their probable impact on courier services needed. The use of the conveyor will undoubtedly aid in the transport of mail between floors. I therefore believe direct courier services can be made available to more components than are now serviced. The effect of the tube system will not be as dramatic as expected. The mail problem is that of moving mail from desk to desk which the tube will not do. It will however aid operations such as the Cable Secretariat cable dissemination system. Other Agencies visited have experienced difficulty in breaking mail down to the proper size for transmission by tube where volume is a factor. Adjustments to courier personnel needed will have to be made from time to time as these two systems become fully effective.

7. One particular delay of mail noted should be mentioned. Operational dispatches received into the RI/DD/P are delayed from 2-5 days before reaching the action desk. The DD/P are aware of, and, have confirmed this delay. A solution to the problem is not proposed in the attached report as such a solution would affect the operations of the "Walnut Project." The "Walnut Project" was considered to be beyond survey scope. A working level attitude in some DD/P components is that communications requiring timely action are normally transmitted by cable, therefore, dispatch delay is unimportant. This processing and delay is contrary to the mail handling principle of immediate dispatch to the action office, prior to allied routing or action.

8. In addition to the suggestions made a professional Courier Service will only result from cooperation, support, and close attention of the Top Agency Administrator. Both central systems now get strong support from their parent organization but areas of responsibility are limited.

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9. Principal findings and proposals have been discussed with the Office of Logistics, Security and DD/P. Your concurrence is requested.



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Attachment:

Survey Report - Agency Courier Systems

CONCURRENCE:



29 June 1962  
Date

CIA Records Administration Officer, DDG

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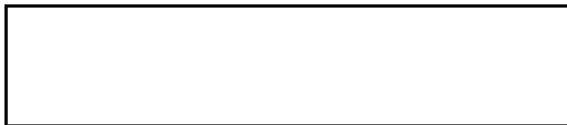
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**SURVEY REPORT**

**AGENCY MAIL AND COURIER SYSTEMS**

*June*  
29 ~~May~~ 1962

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PREPARED BY:



Records Management Analyst

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CIA/Records Administration Officer

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PART I

SUMMARY OF SURVEY

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ACCOMPLISHMENTS

1. OBTAINED FORMAL WRITTEN RESPONSES FROM THE OFFICE OF LOGISTICS AND THE OFFICE OF SECURITY ON THE INSPECTOR GENERAL'S REPORT OF 8 MAY 1961.
2. ARRANGED FOR AND PRESENTED A COLORED MOVIE FILM TO 50 AGENCY EMPLOYEES ON A DESK-TO-DESK TYPE MAIL CONVEYOR SYSTEM.
3. ARRANGED FOR THE AUDIT OF A \$20,000 POSTAGE FUND MANAGED BY THE MAIL AND COURIER BRANCH, OFFICE OF LOGISTICS.
4. CUT OUT A 20 HOUR DELAY IN [REDACTED] 25X1  
[REDACTED] THROUGH THE COOPERATION OF THE ASSISTANT EXECUTIVE OFFICER AND THE REGISTRY UNIT, OFFICE OF COMMUNICATIONS.
5. ASSISTED THE OFFICE OF SECURITY AND OFFICE OF LOGISTICS IN ARRANGING 24 HOUR A DAY COURIER COVERAGE PRIMARILY TO DISPATCH MATERIAL TO THE HOMES OF THE DCI AND THE D/DCI. THIS RESULTED IN OBTAINING SI CLEARANCE FOR 13 PEOPLE OF THE CENTRAL COURIER SYSTEM.

RECOMMENDATIONS

ORGANIZATIONAL AND ADMINISTRATIVE

1. COMBINE ALL COURIER SERVICES AND FACILITIES UNDER THE ADMINISTRATION OF ONE OFFICIAL AND ONE CAREER SERVICE. (NPIC [REDACTED] INTERNAL SERVICES EXCLUDED.) 25X1
2. ELIMINATE CENTRAL REGISTRY FACILITIES FOR MAJOR COMPONENTS; DELIVER MAIL DIRECT TO ORGANIZATIONAL LEVEL NEAREST ACTION DESK.
3. TRANSFER CENTRAL MAIL AND COURIER FUNCTION TO THE OFFICE OF SECURITY. FUNCTION TO REPORT TO DIRECTOR OF SECURITY.
4. INITIATE A STUDY TEAM TO DEVELOP AND INSTALL STANDARD MAIL CONTROL DEVICES. SUCH A STUDY SHOULD RESULT IN AN INTELLIGENCE COMMUNITY PROJECT.
5. FORMALIZE AND ESTABLISH CLASSES OF MAIL. SUCH CLASSES TO BE [REDACTED] 25X1
6. DIRECT A FORMAL REQUEST TO EACH AGENCY SERVICED REQUESTING ONE-STOP COURIER SERVICE FACILITIES.

7. THAT A PRE-ADDRESSING SYSTEM FOR INCOMING CABLES BE ESTABLISHED FOR AGENCY ORIGINATED CABLES.
8. THAT THE COURIER SYSTEM BE ORGANIZED TO REFLECT SERVICE PERFORMED. PROVIDES FOR BETTER SUPERVISION OF ALL PERSONNEL. ESTABLISHES FRAMEWORK FOR PROMOTION AND PROGRESSION WITHIN THE SERVICE.
- \* 9. THAT A COURIER'S CLEARANCE BE ESTABLISHED IN LIEU OF INDIVIDUAL CLEARANCES NOW REQUIRED.
- \* 10. THAT MAIL BE ROUTED UNWRAPPED AND WITHOUT AN ACCOMPANYING COURIER RECEIPT IN THE HEADQUARTERS BUILDING. (SENSITIVE DOCUMENTS - TS, SI, RD, RY/AT, ETC. EXCLUDED.)
- \* 11. PUBLISH COURIER ROUTES, SCHEDULES, AND PICK-UP AND DELIVERY POINTS.
- \* 12. PUBLISH AGENCY NOTICE TO ADVISE PERSONNEL OF THE POSTAL "STOP SYSTEM" AND TO ESTABLISH ADMINISTRATIVE CHANNELS FOR REQUESTING COURIER SERVICES.
- \* 13. THAT THE OFFICE OF SECURITY ORIGINATE AND PUBLISH A MAIL PROCESSING AND PROCEDURES HANDBOOK.
14. CONDUCT STUDIES FOR DETERMINING THE FEASIBILITY OF THE DESK-TO-DESK MAIL CONVEYOR SYSTEM.

SPECIFIC - COURIER ROUTES, SCHEDULING, ETC.

- \* 15. ESTABLISH A VIP COURIER ROUTE FOR DIRECT SERVICE BETWEEN THE DCI, EX/DIR, DD/S, ETC.
- \* 16. DECENTRALIZE POSTAGE STAMP ACCOUNTS.
- \* 17. PROVIDE GASOLINE AND OIL FACILITIES FOR COURIER VEHICLES AT THE HEADQUARTERS BUILDING.
- \* 18. DISCONTINUE THE LOGGING FUNCTION IN THE RI/DIR CENTRAL COURIER FACILITY.
- \* 19. DISCONTINUE PROVIDING COURIER OFFICE PERSONNEL FOR THE CLASSIFIED WASTE DETAIL.
- \* 20. PROVIDE MORE SUITABLE SAFE STORAGE FACILITIES IN COURIER VEHICLES.
- ✓ 21. PROVIDE THE COURIER SYSTEM WITH SUITABLE MAIL TRANSPORTING EQUIPMENT.
- \* 22. REDUCE COURIER SHUTTLE RUNS BETWEEN HEADQUARTERS BUILDING AND THE DOWNTOWN MAIL ROOM.



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25. DISCONTINUE COURIER PRINTING SERVICES RUN NO. 1.

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27. PROVIDE COMBINED COURIER SERVICES THROUGH A SCHEDULED SERVICES SYSTEM.

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PART II  
DETAILED FINDINGS  
AND  
RECOMMENDATIONS

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ORGANIZATIONAL AND ADMINISTRATIVE

- X1. COMBINE ALL COURIER SERVICES AND FACILITIES UNDER THE ADMINISTRATION OF ONE OFFICIAL AND ONE CAREER SERVICE (WPIC INTERNAL SERVICE EXCLUDED.)

CURRENT SITUATION

Career opportunity for those people engaged in mail handling as couriers is unequal and the separation of services does not permit an individual to advance except within a particular service. In two of the services (DCI & DGI) a courier may advance to a GS-7. In the Central Courier System advancement is to a GS-6 unless a supervisory position is available. AI couriers may be promoted to grade 5.

The separation of services has resulted in couriers from four to five systems delivering material to the same address. There have been instances where two couriers from separate services arrive at a given address simultaneously. Internally 4-5 different courier services carry material to the DCI daily.

The establishment of these individual services stem from two basic problems. First, that the Agency failed to recognize the existence of classes of mail which may, for clarification of terminology, be associated with classes established by the U. S. Postal Service, i.e. First Class, Air Mail, Special Delivery, etc. The second problem is a deep-rooted attitude which suggests the so-called hand-carry method for secure, rapid, and accurate transmission of mail. This attitude further suggests that couriers best suited for the dispatch of mail are those owing allegiance to the dispatching component. Both problems thrive and have grown under present security restrictions to these 20 units of compartmentation.

In practice this separation of services requires mail moving from the DDI-DSS to DD/P components to be processed through two central mail rooms causing up to 3 hours delay in routing time. Several in and out control points or registries in the

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components serviced add an additional 5-8 hour delay. A substantial percentage of mail has an 8-13 hour delay en route when dispatched from the south-end Headquarters Building to a recipient in the north end.

The present state of courier facilities and services is an excessively compartmented system resulting in no one person knowing or being responsible for Agency mail activities. Customers therefore resort to calling for emergency or special services to points already serviced several times daily.

#### PROPOSED SYSTEM

Over a 3 to 6 month period all courier services and mail facilities should be integrated into a single system to eliminate duplicate services and facilities. Such a combination of services will result in courier personnel and equipment savings

Mail will flow more freely between the two courier posts on each floor. Mail picked up en route in the north end of a given floor can be transmitted to the south courier post without passing through two central mail rooms. By conveyor mail can be transmitted from any courier post to another on floors 0 through 7 without double processing in two mail rooms. Mail received from outside sources would be processed by only one mail room and routed directly to the floor and courier post of the addressee. Total Agency mail requirements would be under the administration of an official who could provide timed and scheduled service to all required pick-up and delivery points.

- ✓ 2. ELIMINATE CENTRAL REGISTRY FACILITIES FOR MAJOR COMPONENTS; DELIVER MAIL DIRECT TO ORGANIZATIONAL LEVEL NEAREST ACTION DESK.

#### CURRENT SITUATION

Most major components have a Central Registry Facility through which mail must pass en route to the action desk. Examples include OL, OS, EE, NE. A rather comprehensive survey indicates

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annual volume of mail handled to be [REDACTED] pieces. Below this initial level are additional mail control points at the Division, Branch, and Staff level. These facilities vary in staff size from 1 to 7 or more people. Mail control procedures and methods are not uniform within the same major component. Between components practices vary greatly with some mail controlled several times in one office (Logistics) and not at all in another (OTR.) Within the DD/P some dispatches go to the Division Registry for control and routing, others do not. General administrative correspondence and memoranda flows in DD/P with little or no control between components. In other components mail must physically pass through the control point when moving from Branch to Branch, Division to Division.

The term registry as used in the Agency does not necessarily mean that mail is actually logged, controlled, or charged to an individual, it may mean and literally be a mail relay point.

The Central Registry concept and practice stifles the even flow of mail causing it to move in peaks and valleys thereby actually conditioning the work habits of the components concerned. Sensitive materials like TS, SI, RD, Rybat and Kapok usually by-pass these registry points and move through other channels. On an average mail moving from the point of origin in one component, to the addressee or action desk in another, is controlled to some degree at 4 points en route. These controls

[REDACTED]

There are no security regulations nor does Executive Order 10501 stipulate that such controls must be exercised at a given organizational level within an Agency. These central control points in some cases (OO/FDD, CP and OTR) merely serve as drop points to which the mail is moved out of the Courier System. For example the Central Courier Facility services OTR 6 times daily to the drop point, the mail is then only routed twice daily within OTR.

#### PROPOSED SYSTEM

Mail will be routed and delivered without stops for control or relay to a point as near the action desk as possible. In the DDI and DD/S this would be to the Branch level if desired by the component. At this level the control would be exercised upon receipt or before dispatch of the material. Since many branches are already exercising control there would be no need to increase

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personnel at this level. The survey revealed that the DD/P is already providing this type service on some mail and the system is working exceptionally well.

Response to a mail questionnaire distributed to DD/I, DD/S components reveals a need for wider mail distribution than now available. An Agency wide system should cause a more even flow of mail through elimination of intermediate delay points which are outmoded and basically serve no practical purpose. (SEE EXHIBIT C FOR MAIL FLOW CHART.)

3. **TRANSFER CENTRAL MAIL AND COURIER FUNCTION TO THE OFFICE OF SECURITY. FUNCTION TO REPORT TO DIRECTOR OF SECURITY.**

The total mail handling responsibility is one of protecting and providing for the secure transmission of classified mail. In many instances where a security escort is provided for an individual it is to protect the classified mail in the person's custody as opposed to protection of the individual.

The reason for establishment of compartmented courier systems, whether authorized or unauthorized, was to provide select channels for the flow of sensitive material, or, was the result of a feeling that a courier obligated to the transmitting office provided a safer and more secure system.

The construction of the Headquarter Building included physical barriers for the protection of sensitive material and operations. In the DD/P another example of the security problem is that sensitive documents are for the most part hand-carried from point to point completely outside the established courier channels.

Basically the conduct and practices of all courier systems and all mail handling activities is directed by the Office of Security's interpretation of Executive Order 10501. They further determine when and under what conditions the material must be transmitted by two persons, when and where fire-arms must be carried, the equipment needed for storage or transport of classified matter, and, finally they determine those employees suitable to accompany classified documents in transit from office to office.

With an estimated 90% of our mail security classified which imposes direct security problems to almost every Agency employee, this activity can be best handled by a Chief of The Mail Division reporting to the Director of Security.

This proposal is in no way intended to reflect adversely upon the present administration of the courier functions. The survey brought to light the extent to which our mail handling program is molded,

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conditioned by, and dependent upon Office of Security support.

4. INITIATE A STUDY TEAM TO DEVELOP AND INSTALL STANDARD MAIL CONTROL DEVICES. SUCH A STUDY SHOULD RESULT IN AN INTELLIGENCE COMMUNITY PROJECT.

A total of 80 official Agency forms were identified with the attempt to control and move classified paper from one point to another. An actual count of unofficial forms used for the same purpose was not made. Observations indicate however, that these boot-leg (unofficial) forms equal or exceed the official ones in number. Actual expenditures annually to print and use these

The use of a given form to dispatch mail is not consistent anywhere in the Agency except by coincidence. For example there are 5 versions of the Courier Classified Mail receipt in use. In addition to the large number of mail control forms some offices continue to use the notebook, ruled line method, in addition to Manifest Sheets and Courier Receipts. In several instances noted, even though incoming mail arrived with a combination Courier Receipt-Log Form attached, the Office prepared another receipt as an internal control. Control forms range in size from 1" x 3" stamped slips of paper to legal size. Number of copies made of a given control range from a single copy to a 12 part set.

The intent of control; to route classified material between two points, or, to provide information needed to locate a given document at a given time, has become a system of self-protection. To prove that the document was given to someone else has become more important than the whereabouts of the paper.

Discussions with Registry personnel, couriers, supervisors, and others indicates general confusion as to what Security really requires. Some courier personnel for example feel the Courier Receipt must be used, regardless of addressee, and that when completed with signatures, the receipt purports to show that a document was transmitted. Current Regulations do not require the use of such a receipt on material sent and received within the Agency. In practice in the DD/I and DD/S areas receipts are used internally and the practice dates back 15 years. Many offices hand-carry material, using their own personnel, as a means of bypassing logging requirements and the use of a Courier Receipt. This practice results in no written record of transmission although regulations require such a record.

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Approximately 99% of the mail in DD/P flows throughout the area without Courier Receipting. Although Security requires the use of document logs and inventory of bulk shipments at time of delivery such controls are violated and receipts or control forms are picked up on later courier trips. Receipts for mail delivered to other Agencies are however obtained at time of transmission. (SEE EXHIBIT D FOR LISTING OF MAIL CONTROL FORMS USED.)

A package containing the listed forms is available through the Records Administration Officer.

5. THAT CLASSES OF MAIL BE FORMALIZED AND INDICATED BY WRAPPER TO EXPEDITE HANDLING. (EXAMPLE: )

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Although not recognized in the sense that the U. S. Postal Service recognizes 1st, 2nd, and 3rd class mail, these classes do exist in Agency correspondence. The handling of these types of correspondence has resulted in the creation of individual courier systems, special processing channels, and the relinquishment of responsibility from the Central Services to other components. This trend has grown into the present state of compartmented services.

Within the U. S. Postal Service the same postman normally handles all classes on his assigned route. These classes, first class, second class, registered, parcel post, etc. are delivered on a regular scheduled basis. Exceptions to this service are packages too large for the postman to carry which must be called for by the addressee, and, special delivery which is processed through the same system but delivered to the addressee by another scheduled run.

The Office of Communications, Current Intelligence, and Personnel already have special identifying marks which appear on the wrapper to indicate that the contents requires expeditious and careful handling. Office of Personnel material with the special marking, now flowing through the Central Courier Systems, is given the most careful handling possible and is with the first mail to be sorted and readied for the next Courier Trip. This material is delivered on the regular scheduled Courier Run and exceeds the previously used hand-carry system in timing. Frequently in the hand-carry system the mail will be delayed several hours until the time is convenient to make the hand-carry delivery.

Expansion of a mail class system, Agency wide, would result in a routine operation with consistent expeditious service. Such a class system should be developed and controlled from a central authority.

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6. DIRECT A FORMAL REQUEST TO EACH AGENCY SERVICED REQUESTING ONE STOP COURIER SERVICE FACILITIES.

The end result of this system is that CIA couriers are providing internal delivery service to the many Agencies serviced. (SEE EXHIBIT G FOR AGENCIES SERVICED AND NUMBER OF PICK-UP AND DELIVERY POINTS FOR EACH.)

The Inspector General's report proposed that a relay facility be established in the Pentagon which would be manned by Agency couriers. While it is not suggested that the Agency evade the responsibility of disseminating intelligence material to customers, at some point the customer must assume responsibility for intelligence material received.

The direct delivery to customers in other Agencies if allowed to expand will exceed the service given to our own officials. Other Agencies making delivery to CIA, which they do infrequently, normally deliver only to the DD/S Central Courier System. The need for direct service in other Agencies appears to stem from three basic causes. Our own employees demanding direct service to their customers, the slow internal delivery systems of other Agencies, and uncleared personnel at the receiving end.

7. ESTABLISH A PRE-ADDRESSING SYSTEM FOR INCOMING AGENCY ORIGINATED CABLES.

Incoming cables regardless of origin are addressed to the Director of CIA and outgoing cables are transmitted in the name of the Director. Of the total volume of incoming cables only five to seven percent are referred to, or, determined to be of interest to the Office of the Director.

When received by the Cable Secretariat cables are analyzed to determine routing and reproduced in 10-30 copies depending upon subject content, routing etc. After processing by the Cable Secretariat cables are dispatched to the Area Division Registry of DD/P for control and rerouting to the action desk.

It is common practice for correspondence to be directed to the head of an organization from an outside source. Agency originated

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cables, however, are written by the same officials preparing operational dispatches. These dispatches are addressed to the extent that once received they can be routed directly to the action desk.

A direct address system would eliminate a 2-3 hour processing time. The need for review at two points to determine routing would not be necessary. Reproduction of a predetermined number of copies by the Cable Secretariat would continue. An example

[redacted] by beginning at 7:30 or 8:00 A. M. this number can be sorted, reviewed, and disseminated by 10:30-11:00 A. M.

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8. THAT THE AGENCY COURIER SYSTEM BE ORGANIZED TO REFLECT SERVICE PERFORMED. PROVIDES FOR BETTER SUPERVISION OF ALL PERSONNEL. ESTABLISHES FRAMEWORK FOR PROMOTION AND PROGRESSION WITHIN THE SERVICE. (SEE EXHIBIT E.)

CURRENT ORGANIZATION

[redacted]

The DD/P courier facility formally designated as the Receipt and Delivery Section is composed of two units; Clerical and Courier. The DD/S facility is designated as the Mail and Courier Branch and consists of a Mail Section and Courier Section. Independent services have given various designations to their Courier services.

Approximately 50% of the Courier forces are engaged in carrying mail to CIA components and buildings. The remaining 50% are used primarily to deliver and pick up mail throughout the Federal Service in the city. Within the DD/S Central Courier Service [redacted] couriers are utilized for internal service to Agency components other than [redacted] men on full time assignments to specific components.

The total courier force of the DD/S Central mail system is under the general supervision of a Section Chief assisted [redacted] supervisors. Because of rotation of assignments, absenteeism, and special service requirements, which exceed 30 per day, the supervision of couriers may change from supervisor to supervisor 3 to 4

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times daily. A courier may be assigned to a regularly scheduled run today and on Specials or other assignments tomorrow. A new employee is usually given an internal building assignment first.

PROPOSED ORGANIZATION

The proposed organization arrangement more accurately reflects the service performed, internal and external. (SEE EXHIBIT E.) By this arrangement there would be established a formal framework for progression from internal to external and to the more difficult courier assignments. Courier personnel would then know to whom they should report problems. At the same time the supervisor will have the opportunity to work more closely with the person that he eventually must rate on a Fitness Report.

9. THAT A COURIER'S CLEARANCE BE ESTABLISHED IN LIEU OF INDIVIDUAL CLEARANCES NOW REQUIRED.



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Due to the appearance of categories or classes of documents in the mail system the Central facilities have become obsolete. This first class material must be handled through other channels. The effect of obtaining other channels has resulted in many hand-carry systems and individual courier systems.

Agency policy should be that only those people suitable to acquire all clearances be taken into the Courier Service. Such a decision would permit effective use of the employee. This proposed policy would in no way affect the routing of mail through approved channels.

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10. THAT MAIL BE ROUTED UNWRAPPED AND WITHOUT AN ACCOMPANYING COURIER RECEIPT IN THE HEADQUARTERS BUILDING. (SENSITIVE DOCUMENTS - T/S, SI, RD, HYBAT, ETC., EXCLUDED)

Throughout the DD/I and DD/S areas classified mail regardless of security classification is placed in an envelope, addressed and sealed, courier receipt prepared and attached before being dropped in the outgoing mail box. This system is practiced when routing mail between divisions of the same office, between offices, and between areas. A piece of mail moving 50 feet or 2 doors away may also be subjected to the same treatment if the secretary does not choose to hand-carry the material.

Within the DD/P, once received, mail moves between divisions and to all organizational levels without courier receipts and unwrapped. Many sensitive documents also move freely unwrapped but usually on a hand-carry basis outside the central courier channels. DD/P couriers do not receipt for any mail on their scheduled routes or when exchanging material between routes. The result of this practice is a highly efficient mail handling and delivery service.

Mail which is addressed to recipients outside the DD/P to the DD/I and DD/S areas is subject to a rigid and unrealistic process of enveloping, manifests, courier receipts and bagging. This mail is moved approximately 75 feet to the DD/S Central Mail System where it is immediately removed from the bag and sorted for delivery.

11. PUBLISH COURIER ROUTES, SCHEDULES AND PICK-UP AND DELIVERY POINTS.

30 [redacted] Agency employees address mail to a single address for the Office of Logistics, Communications, etc. This practice requires en route stoppage of mail to determine the appropriate action desk. A substantial portion of the general addressed mail does not bear enough identifying information to permit correct or proper delivery. Examples noted were missing names of individuals, component symbols, room numbers, and return addresses.

Approximately 90% of employees contacted (DD/S-DD/I) had little or no knowledge of courier pick-up and delivery points, or of scheduled deliveries to components other than their own. About 50% were not certain of addressing procedures. An equal percentage were uncertain concerning the use of envelopes when mailing secret and below material within their own components. Most agreed that material was placed in an envelope to be on the safe side.

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Some indications of the lack of knowledge of mail service is the number of special runs requested of the DD/S Central Courier System. These special services exceed 30 per day with 50% for delivery to points already serviced by regular scheduled service. To fulfil these requests 8 to 10 couriers and a like number of vehicles are used daily. This service is so excessive that T/O planning requires the inclusion of extra personnel to service the requirements as opposed to planning for back-up due to illness or annual leave.

Through a mail service questionnaire recently completed by components serviced, EXHIBIT F indicates responses and the information to be published.

12. PUBLISH AGENCY NOTICE TO ADVISE PERSONNEL OF THE POSTAL "STOP SYSTEM" AND TO ESTABLISH ADMINISTRATIVE CHANNELS FOR REQUESTING COURIER SERVICES.

a. Stop Service

A one week survey conducted by the DD/S Central Service and projected for a year indicated   pieces of mail being dispatched through the "Stop" system to other Agencies. The incoming volume is double this amount. There is no reason to believe that this figure is too high or too low. The impression gained from the survey is that the general public is not familiar with such a service for dispatching unclassified mail to other Government Agencies. Common practice is to simply place mail in an envelope, affix the address and place in outgoing courier box. This mail then moves to the mail room where they decide whether it can or cannot be dispatched through the "Stop" system. Usually this mail is placed in the "Stop" system. The fallacy is that the absence of a courier receipt does not indicate envelope content is unclassified. As a matter of practice the Central Courier System uses the presence or absence of such a receipt in determining whether mail is classified or unclassified since it is not opened before dispatch.

b. Administrative Channels

The current rate of Special Courier Service requests is exceedingly high and reduces planned and scheduled service to chaos. Over the past 6 months these requests have exceeded 30 per day. Pick-up and delivery may be between components

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Service does not normally honor special requests since their regular scheduled service is almost as timely.

The DU/S Central Courier System does not feel in a position to question the validity of such requests and frequently accepts requests without obtaining the name or status of the requestor. An attempted investigation of the need for these special services was therefore not rewarding.

Short of refusing to honor any request for such service these requirements should be channeled through the Administrative Officer of the component concerned. Likewise the addition or deletion of mail pick-up points in the regular scheduled service should be cleared through Administrative channels and be documented by a memorandum to the Courier Service.

13. THAT THE OFFICE OF SECURITY ORIGINATE AND PUBLISH A MAIL PROCESSING AND PROCEDURES HANDBOOK.

The Inspector General's Report of 8 May 1961 proposed that all regulatory issuances be consolidated on the subject of mail handling. Subsequent to this when requesting the Office of Logistics and Security to act on the Inspector General's report the responsibility for this proposal was not clarified to an extent resulting in action.

As indicated before the responsibility for interpretation of Executive Order 10501 is clearly that of the Office of Security. Basically the current regulations regardless of issuing office is with the advice and consent of the Office of Security.

With the issuance of such a handbook the Office of Security should clearly state the conditions requiring the use of document receipts and courier receipts. Regulations do not require the use of a log in specific cases for secret and below material. This decision is with the sender resulting in the same document being logged at one point and not logged at another.

14. CONDUCT STUDIES FOR DETERMINING THE FEASIBILITY OF APPLYING THE DESK-TO-DESK TYPE CONVEYOR SYSTEM TO: SECURITY RECORDS DIVISION, OFFICE OF SECURITY, AND DOCUMENTS DIVISION, OFFICE OF CENTRAL REFERENCE.

The total mail handling system in the Agency tends to break down between the drop point serviced by the courier and the desk or person who actually does something with or about the document. Employees in Grades 3 through 12 are engaged in moving the mail from door to door, desk to desk. In those offices where secretaries or stenographers go to a receiving point on a scheduled basis to pick up mail they in turn are faced with a distribution problem.

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25X1 EXHIBIT H is a leaflet on a mail moving system called Multi-Flo. The search for equipment to move mail led to acquiring a film and a representative of the Frieden Company to present this idea to [ ] agency employees. This system is unique in that it can direct a single piece of paper or entire case file of any thickness to a particular desk by use of color coded channels which carry mail in either direction. The basic principle of the system is to even the flow of material to work stations to eliminate peaks and valleys in work processing cycles. Mail moves at 2½ times walking speed.

This system would in no way conflict with the conveyor or pneumatic tube systems already installed in the Headquarters Building. These systems will not aid the movement of material from desk to desk as the Multi-Flo type system is designed to do.



25X1

SPECIFIC COURIER ROUTES, SCHEDULING ETC.

15. ESTABLISH A VIP COURIER ROUTE FOR DIRECT SERVICE BETWEEN THE DCI, DDCI, EX/DIR, INSPECTOR GENERAL, GENERAL COUNCIL, DD/S, DD/T, DD/P, DIR. SECURITY, DIR. PERSONNEL, ETC.

Individual courier services presently in operation provide direct service to heads of major components from their own office, by-passing other established routes and schedules. Examples of this is the courier servicing the Director of Personnel. This man carries material direct from the Director of Personnel to the Executive Registry as opposed to placing the material in the Central System. [ ] couriers assigned to the Office of Security conduct special runs twice daily to deliver material from the Director of Security to other senior officials. Other components provide identical

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service on a special hand-carry basis. None of these services, however, provide a continuous link, on a scheduled basis, to all senior officials. Alleged reasons for this type service are that mail for these officials cannot wait and cannot be included with other material.

An established courier service to provide a continuous means of communications between these officials would, move correspondence, with less people involved, and, become a system upon which these offices could rely for expeditious handling.

16.



17. PROVIDE GASOLINE AND OIL FACILITIES FOR COURIER VEHICLES AT THE HEADQUARTERS BUILDING.

The DO/S Central Courier Services operates 18 vehicles which are driven 8,500 miles weekly. Gasoline consumption exceeds 700 gallons weekly. These vehicles must be driven to Agency service facilities in [redacted] for gasoline, some on a daily basis. Total agency vehicles operating from the Headquarters Building is estimated to be 50 in number.

Although the location of the [redacted] is en route for a majority of courier trips into the city, driving several blocks, and the 10 minute service stop, upsets scheduled mail deliveries. Many times through oversight gasoline in vehicles reaches an exceedingly low point while on a trip in the city. When this occurs a return to the [redacted] is necessary. While no incidents were reported of a courier being stalled on

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the highway with classified material, convenient facilities would help develop the habit of servicing all vehicles at the end of the working day.

After hours couriers may obtain a credit card from the Motor Pool Dispatching Office located in the Headquarters Building adjacent to the courier office.

18. DISCONTINUE THE LOGGING FUNCTION IN THE RI/DDP CENTRAL COURIER FACILITY.

Only mail received from the Executive Registry and Printing Services Division is logged in by the RI Central Courier facility. Once received, the initial sort routes mail to be logged to the logging desk. Although the mail may be transmitted by the combination Log Receipt, Courier Form, the material is logged by hand in a notebook log. This material if properly addressed is delivered unopened which results in the log entry merely showing information already on the envelope and courier receipt. Document title, number, or subject matter is not known unless indicated on the courier receipt. This logged material is rarely delayed more than one hour.

All mail moving out of DD/P from the Headquarters Building is hand logged to other Agency components and to DD/P components located in other buildings. Preparation of mail to be logged out requires two sortings within the RI Mail Center. Control over outgoing mail is exercised through a system using a log book, a manifest listing in original and 1 copy, and a double courier receipt system. All outgoing mail is placed in mail bags covered by a courier receipt to be transmitted to the DD/S Central Courier System across the corridor. Exceptions to this control system are sensitive documents handled through other channels, dispatches and cables to the field which flow through other channels, and, Agency Records Center Service Requests which are picked up by Records Center Couriers to expedite service to customers.

Three people are engaged full time with the out logging system. Statistics for a 5 week period show material logged out in a



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This point of logging is removed from the point of dispatch of the document, allowing the document to pass through several hands before the control is applied. Application of such controls at

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points of receipt and dispatch would relieve the courier system of a somewhat unrelated burden. Control exercised at the action desk could be more selective as to items really needing controls. In addition to permitting mail to flow more evenly the control burden is dispersed.

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- X 20. THAT THE OFFICE OF SECURITY COOPERATE WITH SAFE MASTERS INC. TO PROVIDE A MORE SUITABLE SAFE IN COURIER VEHICLES FOR PROTECTION OF CLASSIFIED MAIL.

In response to the Inspector General's proposal, 3 DC/S Central Courier vehicles were equipped with field safes for en route storage of classified material. In practice the arrangement is most unsatisfactory due to the location and position of the safe. The intent of the proposal was to provide protection of mail on out of town trips, when a courier travels alone, or, in event of an accident.

Three-way combination lock safes were placed in trunks of three vehicles facing the rear. To gain entry requires first opening the trunk compartment then working the safe combination. As a general feeling courier personnel look upon the arrangement as a nuisance. A conversation with a representative of Safe Masters Inc. resulted in acquiring the information that they have done some work of this nature for the White House and the Joint Chiefs.

Access to such a storage unit while remaining in the vehicle is desirable to avoid attracting attention. A proposal that the container be designed to receive mail like a bank repository was made to a representative of the Office of Security.

- X 21. PROVIDE THE COURIER SYSTEM WITH SUITABLE MAIL TRANSPORTING EQUIPMENT.

The question of requiring mail carts to be covered by means of a canvas or lid and hinge arrangement was initially raised by an Office of Security representative. This question has not been resolved. At any rate the use of the building conveyor system will curtail the need and use of the large aluminum mail trucks

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used by the DD/S Central Courier System. These trucks are designed primarily for bulk handling and do not fit an internal delivery system because of size.

DD/P couriers use a cart of the super market design which are easily controlled in narrow corridors. These carts by use of dividers or partitions permit couriers to sort-forward en route. Installation of a more sophisticated courier service throughout the DD/I and DD/S areas would allow this same basic cart to be used in a majority of the service. Better service can be provided to these areas by eliminating bulk caused by excessive wrapping and envelopes and by dissemination of mail to additional organizational components thus encouraging an even flow.

Literature of three cart designs by three manufacturers is available from the Records Management Staff. Plans for a suitable cart can be developed once the security question is resolved.

22. *sf* REDUCE COURIER SHUTTLE RUNS BETWEEN THE HEADQUARTERS BUILDING MAIL ROOM AND THE R & S MAIL ROOM TO 5 ROUND TRIPS DAILY.

Mail shuttle service is provided [redacted] and the Headquarters Building mail room by eight round trips daily. Each of these trips deliver and pick up at both ends. Six DD/S courier office personnel are engaged in this service. This service began with the move of the first occupants to the Headquarters Building and volume of material transported increased and decreased corresponding to move activity.

While volume of mail to be moved is not the sole criteria for determining courier service needs, one three-man team making 5 round trips can handle the total volume now. The quality of service will remain within reasonable limits as no mail will be delayed more than one hour. Courier teams now have the equivalent of two hours per round trip. A five trip schedule will release 2 couriers and 1 truck driver for other duties.



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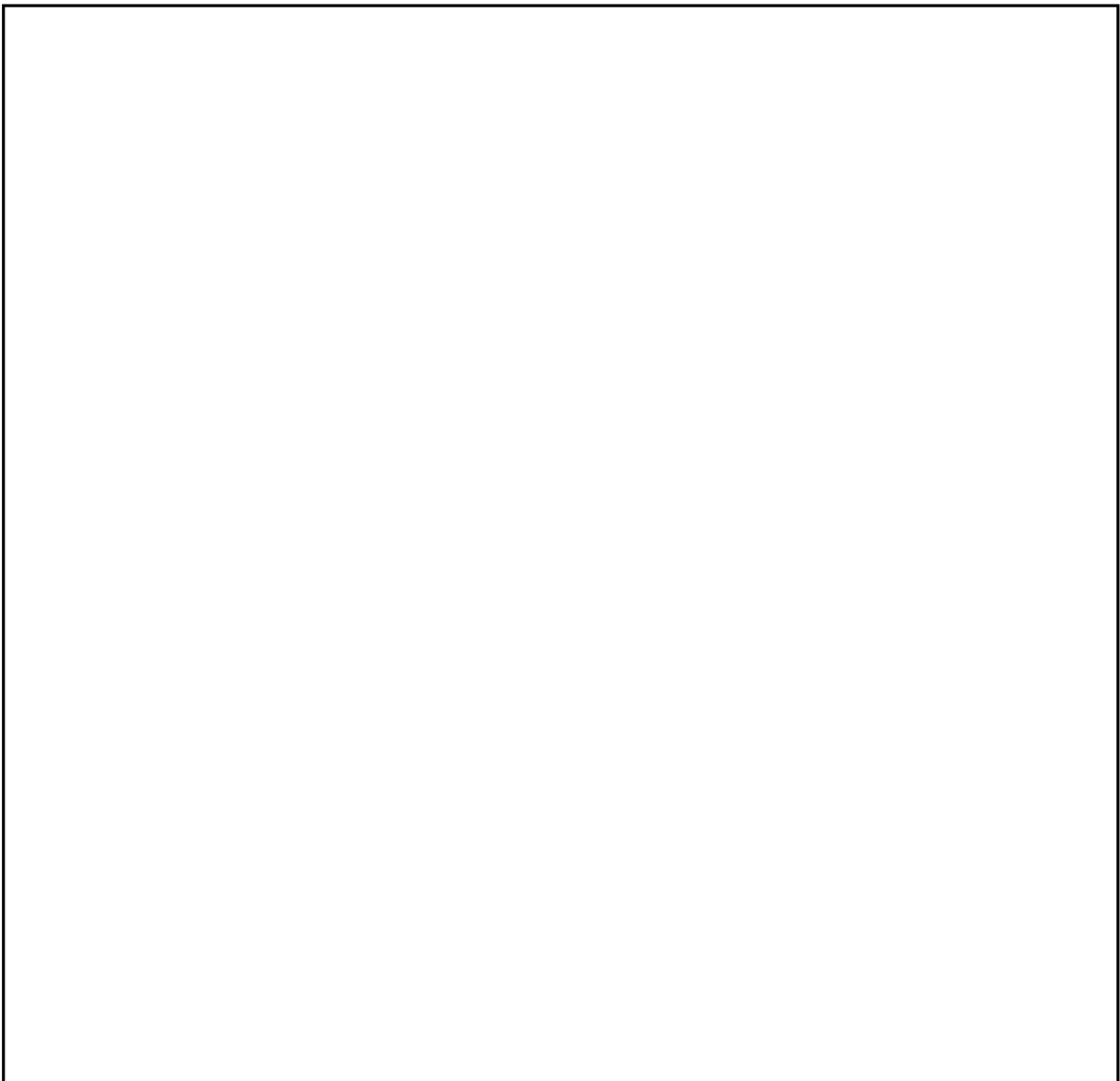
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25. DISCONTINUE COURIER RUN KNOWN AS "PRINTING SERVICES RUN NO. 1."



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Other courier routes already connect in-town buildings with the central mail facility in Langley. From the central facility additional scheduled service connects the other two printing facilities. Timing was a factor considered which resulted in the establishment of this direct service. With 4-5 other

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scheduled deliveries direct to the Administration Building the printing needs can be better served through an even work flow resulting from more courier service. In instances such as this one it appears that work habits are conditioned by courier service received. The entire work cycle appears to be geared to meet certain specific and a limited number of courier service stops.

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27. THAT CONTINUOUS EFFORTS BE MADE TO PROVIDE COMBINED COURIER SERVICES THROUGH A SCHEDULED SERVICES SYSTEM.

Attached as EXHIBIT I are requirements placed upon the DD/S Central Courier System. Some of these requirements are continuing and at specified times, hour or day, others are on an as needed basis. These together with one-time special requests, exceeding 30 per day, make chaos out of any attempt at a scheduled service.

It is recognized that timely dissemination of priority intelligence material can justify ignoring schedules, administrative channels, cost and manpower. A review of the requirements in EXHIBIT I however indicates that current scheduled service to certain points is not frequent enough, does not include points where service is needed, that Agency personnel either disregard or are not aware of present service available, and, that perhaps the combination of stops which make up a schedule are not the correct combination. This exhibit is also a small sample of the Inter-Agency service given which is not equalled by any other Federal Agency in the area.

The theory that a certain stop is made only when there is material to be picked up or delivered to that stop causes skepticism about reliability of service. A good efficient system services all stops on the schedule. This is not possible with many of the Inter-Agency

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stops serviced by CIA couriers because of distance, time, and irregular mail service needs. Some stops however are of enough importance to be serviced regardless of the volume or existence of mail. Examples are the Office of the Vice President, the Joint Chiefs, the Secretary of Defense, and the Director of Defense Intelligence Agency. Linking the Agency with offices such as these will provide a service which can be depended upon.

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**PART III**

**EXHIBITS**



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EXHIBIT "B"

COST FACTORS IN HANDLING MAIL\*

OPERATION

Processing Incoming Letter

	<u>Single Control</u>	<u>Multiple Control</u>
	\$	\$
1. Receiving, opening, sorting, time-stamping .....	.02	.04
2. Reading and routing .....	.05	.12
3. Recording and Controlling .....	.16	.50
4. Delivering .....	.02	.03

Processing Reply

1. Clearances (Control) .....	.50	1.50
2. Pick-Up (Courier) .....	.02	.03
3. Recording and Controlling .....	.05	.15
4. Dispatching (sorting, stripping, dating, enveloping, sealing) .....	.02	.03
5. Envelope .....	.02	.02

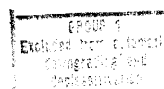
\* These Average figures are published by National Archives, GSA and are based on mail studies conducted by them.

\*\* Agency Costs - Determined by the sample method and based on Salary and Time but not materials used.

1. RI Central Courier System out-logging operation ..... .07 per piece
2. Incoming Cables received in Division Central Registry ..... .11 per cable
3. Incoming Operational Dispatch routed direct to Action level ... .05 (Does not include RI Processing)
4. Incoming Administrative Dispatch routed to Division Central Registry ..... .07
5. Incoming Memoranda from any source and Initial Control established by a central registry point ..... .04

\*\* These costs are for a single control (Some mail is controlled up to 6 times in the processing cycle. Control averages 4 times per piece of correspondence.)

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EXHIBIT "D"

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FORMS USED TO CONTROL THE RECEIPT AND DISPATCH OF MAIL

<u>FORM NUMBER</u>	<u>TITLE</u>
17	Authorization for Pick up and Delivery
36	Top Secret Control Card
44a	Abstract File Slip
44c	Abstract File Slip
44h	Abstract File Slip
44i	Abstract File Slip
47	Transmittal List
47a	Transmittal List
48	Consolidated Intelligence Receipt
83	Map Distribution Record
123	Request for Approval of Liaison
140a	Records Shelf List
199b	Security Control Records
206	Top Secret Control Card
207	Cross Reference Slip
237	Official Routing Slip
238	Document Control
239	Postage Slip
240	Courier Receipt and Log Record
240a	Courier Classified Mail Receipt
240c	Courier Classified Mail Receipt (CIA Printing Services)

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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<u>FORM NUMBER</u>	<u>TITLE</u>
241	Transmittal Slip
242	Routing and Control Record
303	Registered Material Transfer Certificate and Semi-Annual Report
311	Log
349	Document or Action Routing and Suspense Record
355	File Receipt
358	(No printed title) Document Record Transmittal Follow-up
361	Publications Control Record
376	Map Inventory Record
389	DCI Control Log
429	Publication Receipt and Routing Record
432	Telecommunications Log
439	Control Card
440	Trip Ticket
455	Information Report Log
534	Transmittal Record
574	Publications Control
615	Document Receipt
620	Vital Materials Deposit Slip
640	Case Control
640b	Case Control
692	Document Control Register
697	Record Card

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**EXHIBIT "D"**

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<u>FORM NUMBER</u>	<u>TITLE</u>
717	Document Control
732	Memorandum Record
774	Cable Log
779	Control Record
784	Map Delivery Record
814	<div data-bbox="706 619 917 682" style="border: 1px solid black; display: inline-block; width: 130px; height: 30px;"></div> Log Sheet
825	Map Series Receipts
857	Map Publication Receipts
857a	Map and Publication Receipts
893	Report Receipts
893a	CIA Log and Reports Receipt
902	OO Report Transmittal
908	IS Disposition Log
921	Transmittals of Requirements
931	Information Control Sheet
1019	Routing Record
1142	Incoming TWX Log
1142a	Outgoing TWX Log
1166	Mail Receipt
1180	Dissemination Record
1181	Transmittal for Standard Distribution
1184	Document and Couriers Mail Receipt
1296	Personnel File and Action Log
1329	Property Control Register

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<u>FORM NUMBER</u>	<u>TITLE</u>
1329a	Property Control Register
1427	File Charge Out
1502	Telatype Log
1538	Outgoing Classified Manifest
1592	Forms Log
1592a	Publications Log
1637	Request for OS Mailing
1704	Reel or Package Report
1781a	Intelligence Exchange Report (DDI)
1819	Log Record
1847	Headquarters Message Control Log
1856	Receipt for Classified Document

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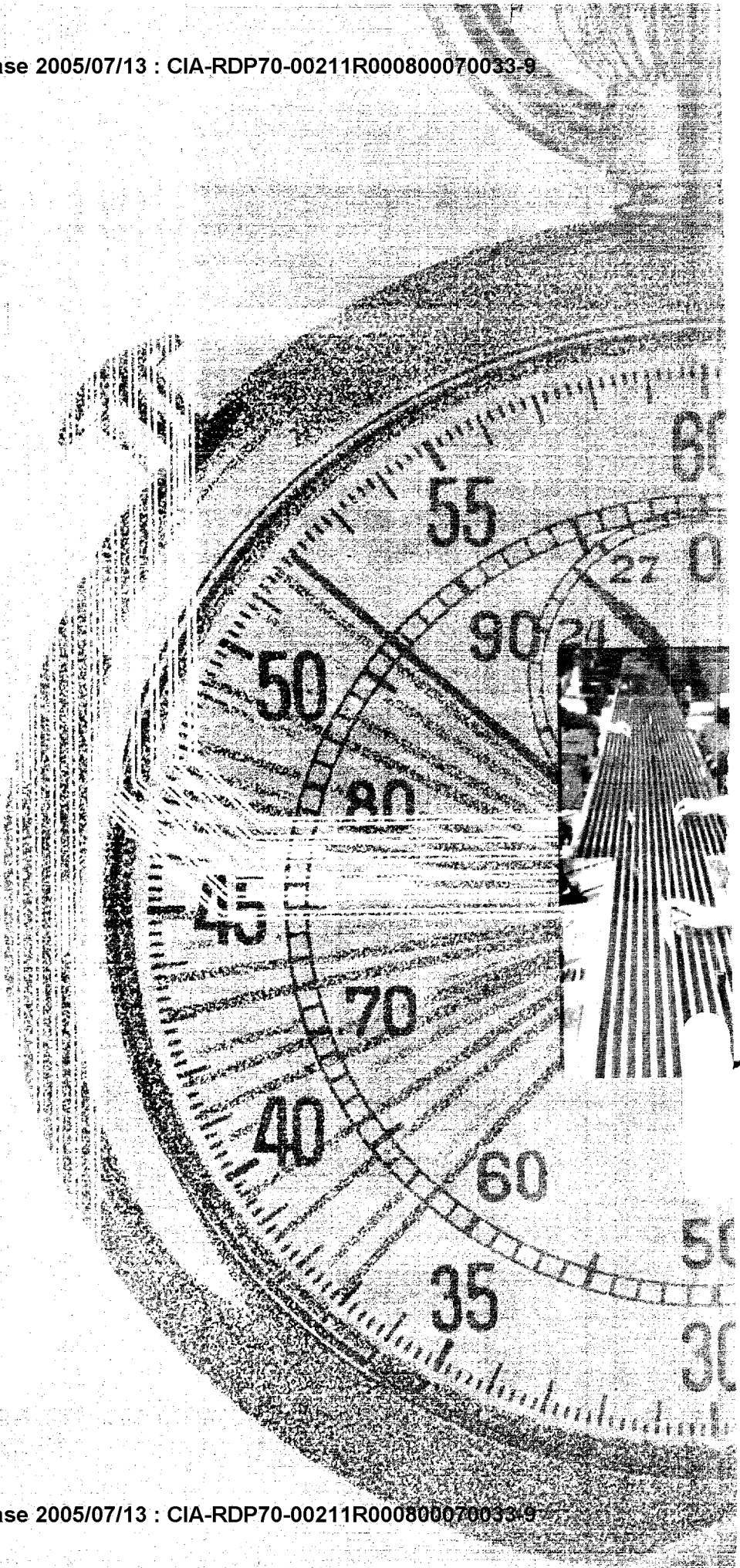
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# Friden

## MULTI<sup>®</sup>FLO CONVEYOR

automatically moves paperwork  
where it's needed...in seconds



# MULTI®FLO MOVES PAPERS WHERE THEY'RE NEEDED

*in seconds*

■ In business today there is a paperwork problem which even the most modern business machines do not solve. It is the problem of physically moving paperwork where it's needed . . . quickly and efficiently.

■ The Friden Multi-Flo Conveyor solves the problem—with automation.

■ Imagine having a high-speed, personalized delivery service in your work area which would move any number of documents from one person or location to another in a matter of seconds! This, in brief, is what Multi-Flo does.

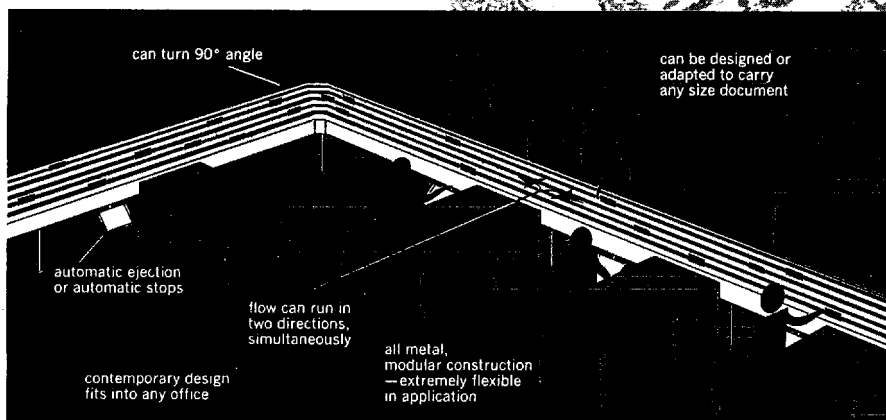
■ Smoothly, silently, swiftly, Multi-Flo delivers papers from desk to desk, from department to department, even from floor to floor. It makes gentle bends or turns 90° corners, or any in-between angle. It goes uphill or downhill. It handles large or small documents. It moves one way or two ways, at the same time. And it leaves papers right at the recipient's fingertips, ready for immediate action.

■ With a Friden Multi-Flo system, your executives and other personnel remain at their desks and devote their time to actual processing, thereby increasing work output. And since Multi-Flo moves paperwork continuously, at 2½ times walking speed, there are no in-between-delivery delays and no batches of paperwork arriving at one time. Each document may be processed almost as soon as it originates.

■ Multi-Flo is a modular system. This means that your installation is tailored to your exact needs—in cost, in size, in speed, in every respect. Flexibility of modular construction also lets you simplify your office layout. In Multi-Flo installations, space requirements actually decrease.

■ With such all-around efficiency, it's not surprising that your Multi-Flo system will pay for itself quickly (sometimes in less than half a year). But there are other important benefits, such as the protection which Multi-Flo provides for important documents—once in the system, they can't get lost. And the increase in work volume and speed which Multi-Flo makes possible is perhaps most important of all.

■ So if moving paperwork is a problem in your office, plan to learn more about how the Friden Multi-Flo solves the problem—with automation.



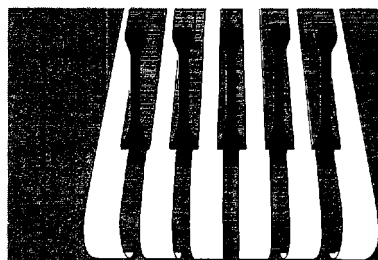
*operating features*

*at Merrill Lynch, Pierce, Fenner & Smith*

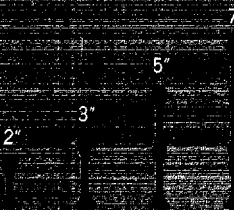
The new Oakland office of Merrill Lynch, Pierce, Fenner & Smith Inc. is one of nine of that firm's branches using the Friden Multi-Flo system to speed handling of customer buy and sell orders. Multi-Flo picks up the orders to buy or sell and quickly carries them to the order room for processing. This enables the representatives to remain at their desks, yet still maintain written communication with all departments. Using Multi-Flo, Merrill Lynch, Pierce, Fenner & Smith has been able to speed its processing cycle, to insure that no orders are lost or otherwise misplaced, to handle with increased efficiency a greater volume of orders, and to give better service to its customers.

*at United Air Lines*

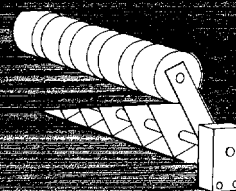
At the United Air Lines reservation office in San Francisco, thousands of reservation messages, which come in by phone and by teletype, are routed through the Multi-Flo system to insure exceptionally fast processing. Shown here is the distribution center of the system where messages originate, terminate, or are relayed to other destinations for action. Over 20,000 important reservation items—which include service advice messages, confirmations, re-confirmations, cancellations, or reservation changes—are handled in the system each day. Multi-Flo has enabled United to handle reservations with unusual speed and accuracy, thus resulting in the best possible service—the “extra care”—which United provides for its customers.



Channel dividers are flanged and belts fit snugly into the guides, leaving no possibility of paper dropping through or catching between the belts and the channel walls.



Standard channel heights are 2\", 3\", 5\", and 7\". Notice that the channel walls are curved so that there is minimum contact with paper. This reduces friction.



Belt take-up rollers provide continuous uniform tension without adjustment or attention of any kind. Speed of the belts can be set at any desired rate.

## *facts...* ABOUT MULTI®FLO

■ Multi-Flo has all metal modular construction, with frames and other structural sections precision-welded at the factory. All moving parts are enclosed, yet readily available for maintenance.

■ Individual belts may move in one direction for the entire length of the installation, or they may provide two-way delivery to designated locations. Speeds may be set at any desired rate. Multi-Flo carries papers uphill and downhill by means of "sandwich" belts. In some cases, plastic drop chutes are used for downhill conveyance.

■ For maximum wear, belts are made of three-ply neoprene-impregnated cotton. They are housed in individual continuous tracks. Return portion of belts is supported by ball-bearing steel idler rollers. Uniform tension is maintained by continuous-acting, self-adjusting, spring-actuated rollers.

■ Multi-Flo has special safeguards for complete protection of each document. *Papers cannot drop or otherwise go astray.*

■ Channels are made of polished aluminum with curved surfaces to reduce friction and static electricity. Multi-Flo is therefore able to carry even very lightweight papers. Standard channel heights are 2", 3", 5", and 7".

■ Multi-Flo carries papers in an upright position. This makes possible a highly compact system. Furthermore, the area below the conveyor may be used for cables or conduits to save even more space.

■ Various methods of mounting are possible — floor-mounted on legs, mounted on table-tops or built into cabinets, wall-mounted on brackets, suspended from ceilings, or any necessary combination of these methods.

■ Discharges may be provided for horizontal delivery of paper (in trays, for example) at any locations. Papers may also be stopped by rubber inserts placed into the channels. These may be moved to any position at will.



## *Service*

Friden mechanical service is available through nearly 300 Friden offices throughout the United States. Free service is provided with every Multi-Flo installation for 90 days, and all materials and workmanship are guaranteed for one year.



Wherever Multi-Flo has been installed it has effected important savings in time and money, it has increased the volume and speed of paperwork processing, and it has enabled the users to give better service to their customers. Besides ticket reservation offices and brokerage houses, various types of business have found in Multi-Flo a perfect method for speedy paperwork delivery. These include banks, insurance companies, freight transportation companies, newspapers, and many others. You, too, can enjoy the benefits of a Multi-Flo system. A Friden representative will be happy to arrange a visit to an installation near you so that you can see for yourself this new concept in automation. Call your local Friden office now.

# Friden, Inc.

SAN LEANDRO • CALIFORNIA

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SAN LEANDRO, CALIFORNIA • ROCHESTER, NEW YORK  
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Pick-up and delivery of Press Releases covering President Kennedy's press conferences. :..... request received 16 February 1962.

( Service initiated 21 February 1962)

The MCB will provide a courier to deliver one copy of all press releases covering President Kennedy's press conferences to the office of the DCI (c/o Mr. Elder - 3E-24) as soon after the close of each such conference as possible.

Mr. Ragsdale of the Alderson Reporting Company, the firm which sells these reports, states that presidential press conferences are normally held at 1600 hours, run approximately for one half-hour, and that the releases are ready within thirty to forty minutes after the termination of the conference. On the average such releases can be picked up at 1710 hours. However, some conferences are held at 1100 hours.... in such cases, the pick-up time would be roughly 1210 hours.

The Library has ordered two (2) copies of each release of press conferences for CIA.



The courier will pick-up the two copies of the release at the cloakroom counter in the lower lobby of the State Department Auditorium, main entrance on 23rd Street, N.W., in an envelope marked CIA, and then proceed to Langley. One copy will be carried to the Directors Office (c/o Mr. Elder - 3E-24). The second copy will be left with the Chief Librarian - 1H-1114.

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**TBC/DDP -INTER- AGENCY RUN**

The MCB will, upon specific request from the Top-Secret Control Office of DD/P, provide a courier to effect daily delivery of Top-Secret material on a priority basis to other Government Departments. Delivery points are shown as follows:

**Original: The Director of Central Intelligence**

**cc: Military Representative of the President  
Gen. Maxwell D. Taylor, USA  
c/o Mr. Thomas Parrott  
Room 302A, EOB**

**Sp. Assistant to the President for National Security Affairs  
Mr. McGeorge Bundy  
Room W5, The White House**

**The Director of Intelligence and Research,  
Department of State  
Mr. Roger Hillman, Jr.  
Room 6531, New State Bldg.**

**The Director, Defense Intelligence Agency  
Lt. Gen. Joseph F. Carroll  
Room 3B-282, Pentagon**

**The Director for Intelligence, The Joint Staff  
OSO-JCS  
Room 2D913, Pentagon**

**The Assistant Chief of Staff for Intelligence  
Department of Army  
TSCO  
Room 1D-439, Pentagon**

**The Director of Naval Intelligence  
Department of the Navy  
TSCO  
OP 923, N3C  
Room 5B-663, Pentagon**

**The Assistant Chief of Staff, Intelligence U.S. Air Force  
TSCO  
AFCIN, R3B  
Room 4C-116, Pentagon**

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The Director, National Security Agency  
Ft. George G. Meade, Maryland  
ATTN: CRRF/CDB

Director, Division of Intelligence,  
Atomic Energy Commission  
TESO  
Wing E, Room 278, Germantown, Maryland

National Indications Center  
Room DE-956  
Pentagon

Chairman, Guided Missiles and Astronautics  
Intelligence Committee  
Col. Earl McFarland  
Room 2A-270  
Pentagon

Col. Thomas W. Wolfe  
Secretary Defense/ISA  
Room 3D-274  
Pentagon

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EVERING INTER- AGENCY COURIER RUN

(1515 - 1630)

One (1) Courier is assigned this run to deliver National Estimates and TOP SECRET material to other Government Agencies. The number

[REDACTED]

This run is

also utilized to pick-up Evening Star (Final Editions) newspapers for delivery to Room 202 South Building.

SECRET